



SAAB'S ANNUAL GENERAL MEETING 2013 CEO'S SPEECH

Håkan Buskhe
President and CEO
17 April, 2013

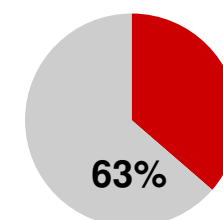


STRONG RESULT ON A CHALLENGING MARKET

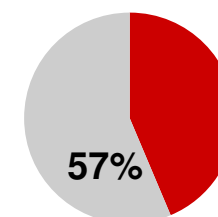
Jan-Dec 2012

- ▶ Sweden
- ▶ International

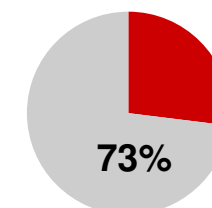
MSEK	Jan-Dec 2012	2011
Order bookings	20,683	18,907
Order backlog	34,151	37,172
Sales	24,010	23,498
Operating income	2,032	2,941
Operating margin, %	8.5	12.5
Net income	1,539	2,217
Net cash position	4,405	5,333
Operating cash flow	-396	2,477
Dividend per share, SEK	4.50*	4.50



Sales



Order bookings



Order backlog

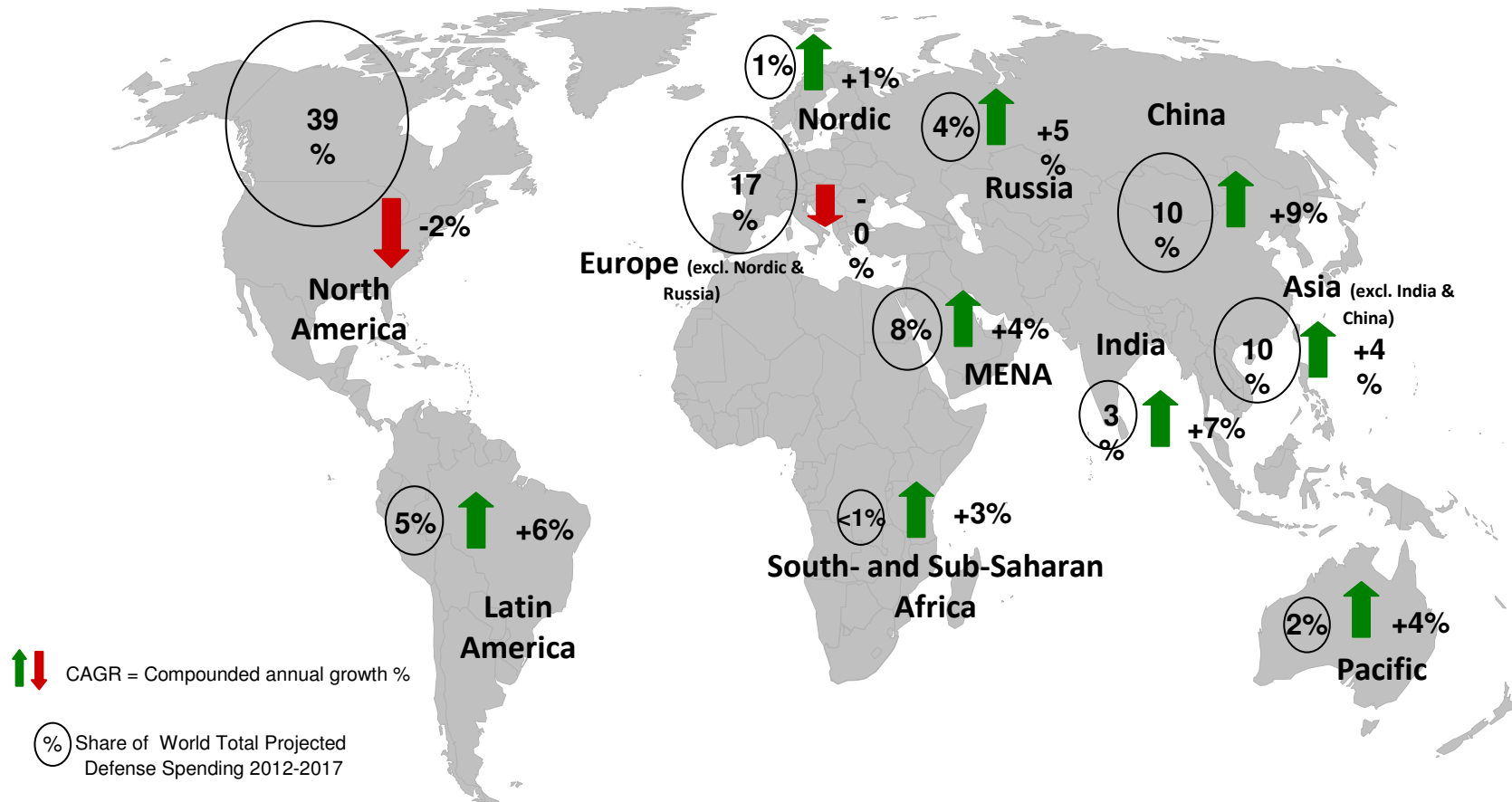
* Proposed by the Board of Directors.

TURBULENT MARKET BENEFITS SAAB

- ▶ Challenging market conditions during 2012; foresee continuing challenges in 2013
 - A more consolidated market
- ▶ Slow financial recovery
- ▶ Global economic slowdown and increasing unemployment
- ▶ Tougher demands on capabilities and price benefit Saab



NEW POWER BALANCES



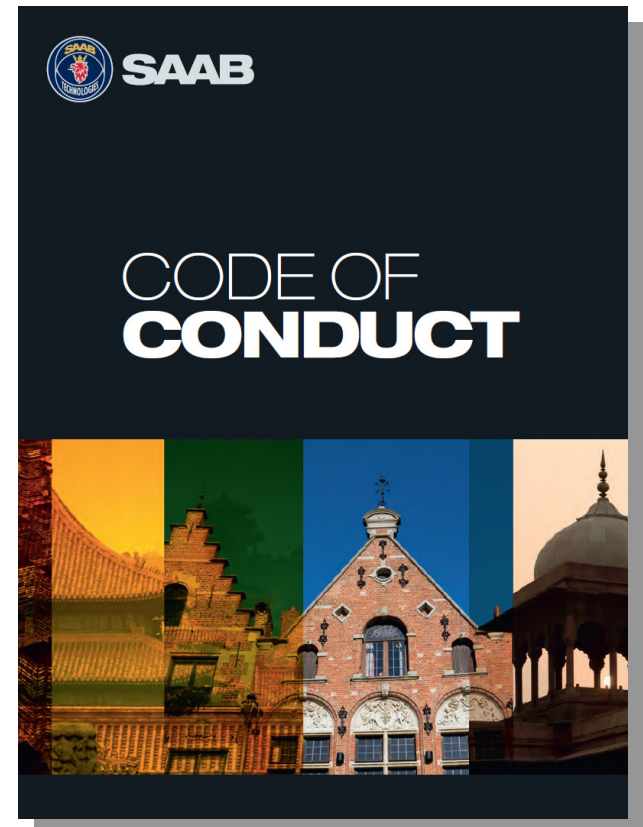
Source: IHS - Jane's Total Defence Budget Forecast

CLOSER TO THE CUSTOMER WITH NEW ORGANISATIONAL STRUCTURE



FIRM GRIP ON THE BUSINESS

- ▶ Local presence increases knowledge in our business
- ▶ Internal policies regulate business and business relations
- ▶ Openness decisive for continued success and trust



ACTIVE PORTFOLIO MANAGEMENT DRIVES GROWTH

► Criteria:

- Strengthens our overall portfolio offering within a specific area,
- Gives a better system offering,
- Or gives us a stronger footprint in any of our prioritised markets.

Transactions and Partnerships 2012

Sörman Information

HITT N.V

MEDAV GmbH

AVIA SATCOM

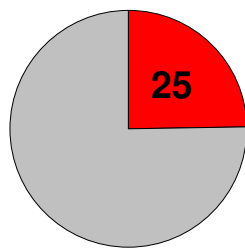
Bayes Risk Management

South African radio operations

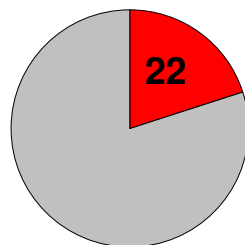
BR Akaer

INVESTMENTS IN R&D DEMANDS FOCUS

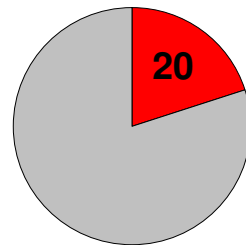
- ▶ One of the most important R&D companies in Sweden
- ▶ R&D drives growth
- ▶ Close co-operation with customers means opportunities to learn about customer needs
- ▶ Strategy for commercialising new technology
- ▶ Extensive co-operation with universities around the world



2012

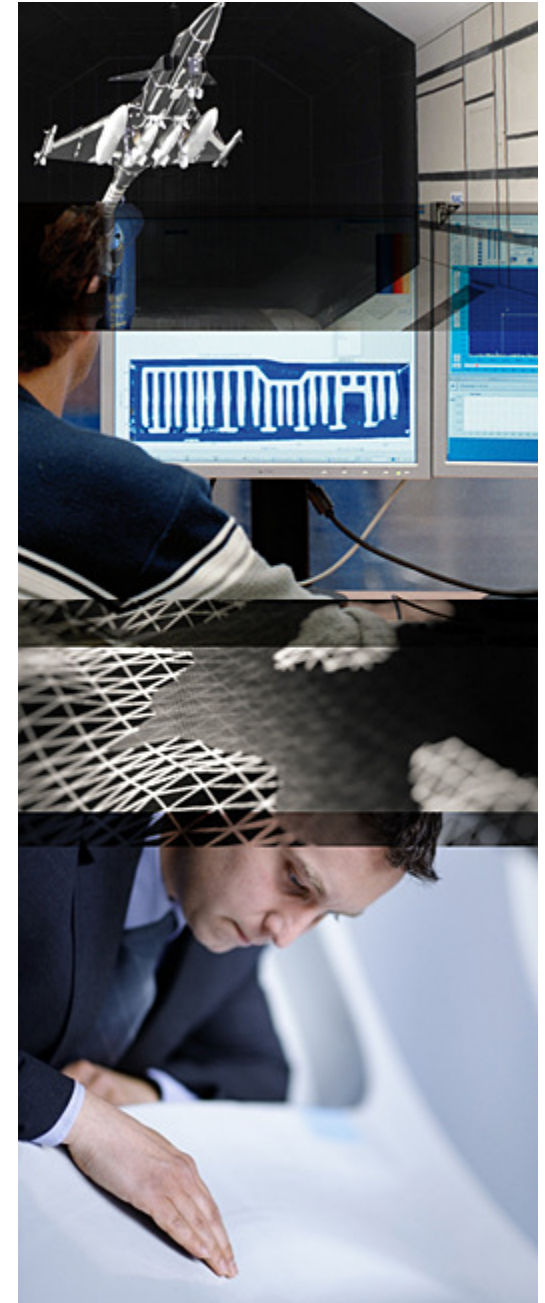


2011



2010

▶ R&D as a percentage of sales



INCREASED NEEDS FOR MULTIFUNCTIONALITY



CONTINUED FOCUS ON EFFICIENCY

INCREASED EFFICIENCY PREREQUISITE FOR GROWTH

- Market organisation
- Important acquisitions and divestments
- Investments in research and development
- Cost efficient solutions
- Continued improvement in internal efficiency
 - Refining governance and central and local processes

Uniquely efficient in the defence industry

COST EFFICIENCY DRIVES INTEREST IN GRIPEN

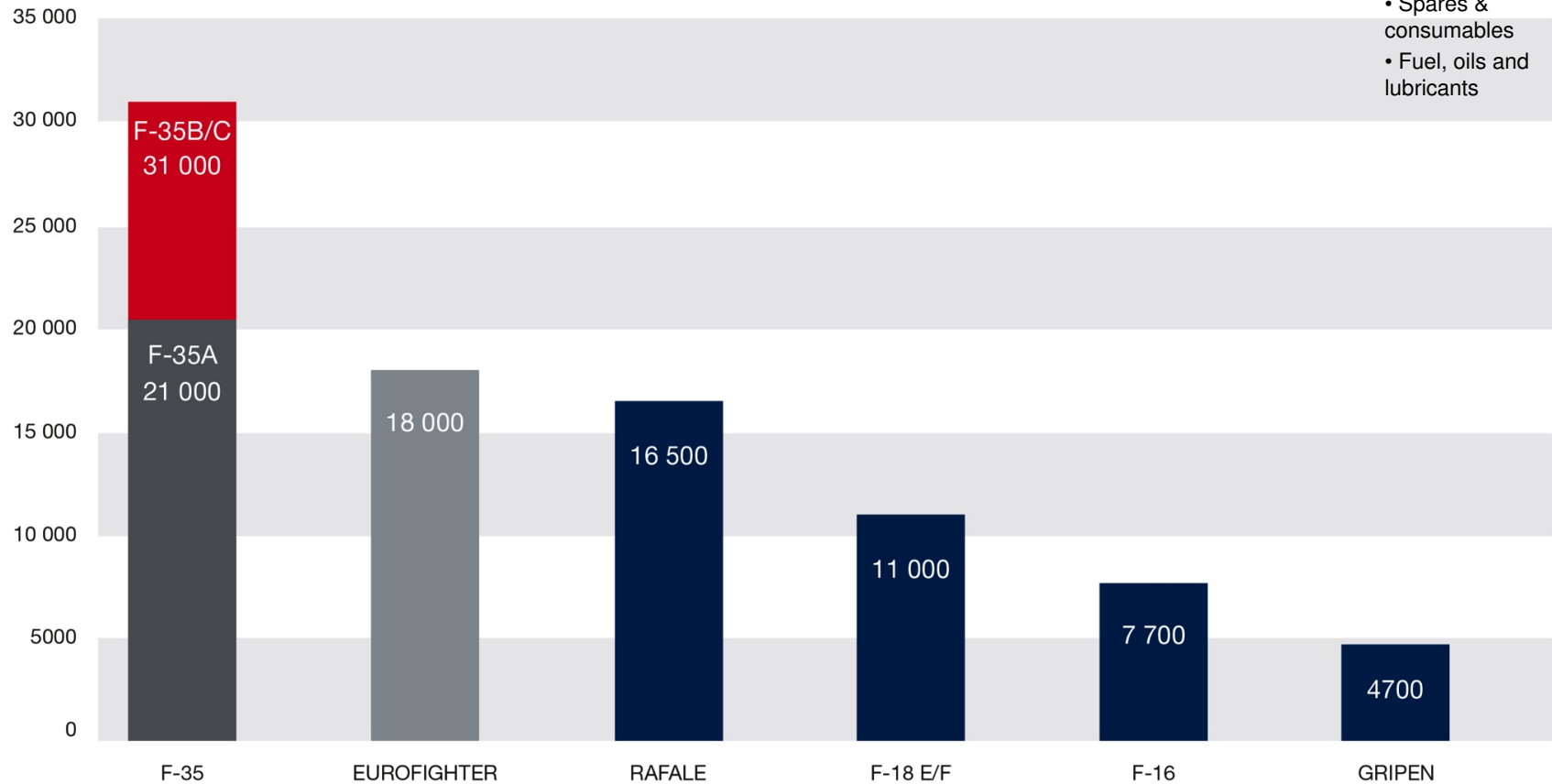
Source:



Includes:

- Operational and depot level support
- Spares & consumables
- Fuel, oils and lubricants

USD/FH



■ RAAF F-35A estimated cost over 30 year operational service at 200 hours per year per aircraft

■ Difference of USN Projected B / C model cost by 2029

■ Jane's estimated Eurofighter supplies and scheduled maintenance cost. The Eurofighter cost given by UK Parliament appears to cover fuel usage only per hour.

HISTORICAL YEAR FOR GRIPEN

- ▶ Strategically important agreement with FMV about Gripen E
 - Total value SEK 47.2 billion
 - Development and modification of 60 Gripen in Sweden 2013-2026
 - Possible order for production of Gripen E to Switzerland
- ▶ Development orders from FMV amounting to SEK 13.2 billion
 - The complete development of Gripen E
 - Makes it possible for Saab, FMV and our partners to work cost effectively



GRIPEN MOVIE



TECHNOLOGY SKILLS IN THE FOREFRONT



THANK YOU!

